Ontario

Beyond 2000

MINISTRY OF NATURAL RESOURCES

STRATEGIC DIRECTIONS

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MESSAGE FROM THE MINISTER

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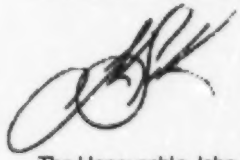
Ontario is blessed with a wealth and variety of natural resources – lands and waters, forests, wildlife, fisheries, fossil fuels and aggregates – that are essential to our quality of life. Our natural resources sustain jobs and communities, provide opportunities for recreation and tourism, and ensure a healthy and diverse environment.

The Ministry of Natural Resources has an obligation to make sure our shared natural wealth is managed wisely and passed on to future generations. You have in your hands a document that provides the tools to meet that obligation. Beyond 2000 sets the directions, goals and targets that will guide sustainable resource management in Ontario in the new century.

One of the ways we will succeed is by increasing the use of strategic partnerships such as those integral to Ontario's Living Legacy and the Ontario Forest Accord. These two historic achievements bring together communities, individuals, organizations, the forest industry, the mining industry, environmentalists and the Ontario government. Through innovative partnerships we have established new protected areas, and, at the same time, taken steps to provide jobs and increase long-term economic prosperity for Ontario.

I invite you to read Beyond 2000 and learn how the Ministry of Natural Resources will meet its commitment to manage our resources wisely and sustainably, continuing to provide the people of Ontario with jobs, recreational opportunities and a healthy environment in the 21st century.



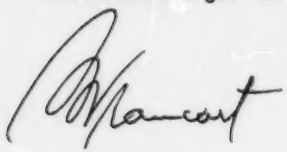
The Honourable John C. Snobelen
Minister of Natural Resources

MESSAGE FROM THE DEPUTY MINISTER

Beyond 2000 is the third in an ongoing series of strategic directions for the Ministry of Natural Resources that began in 1991. With this document, we continue to move forward on an evolutionary path that builds on our achievements in resource management, and gives us the tools to respond to new challenges and opportunities.

Beyond 2000 formally adopts a ministry mission of ecological sustainability and sets out those strategies that will help us achieve our desired outcomes. Fulfilling our mission is an enormous undertaking, and partnerships will play a key role in our success. Beyond 2000 recognizes that reality, and sets directions to strengthen existing partnerships and seek out new and innovative arrangements.

We have entered a new century where, as resource managers, we will be dealing with climate change; with the merging of economic and environmental agendas; with challenges from beyond our borders; with new technologies; and with changing public expectations of government. Beyond 2000 will guide our actions in the years ahead and help us work with our partners to anticipate and meet those challenges head-on.



Ron Vrancart
Deputy Minister

FOREWORD

The Ministry of Natural Resources is the steward of Ontario's provincial parks, forests, fisheries, wildlife, mineral aggregates, petroleum resources and the Crown lands and waters that make up 87 per cent of the province. This is a major responsibility and challenge.

Ontario covers 1.1 million square kilometres and is home to over 11 million people, more than a third of Canada's population. It is the country's industrial and commercial heartland.

The province is richly blessed with abundant natural resources. Its landscape encompasses a broad range of climate, geography, and plant and animal species. Almost two thirds of Ontario is forested. We have 250,000 lakes and the province borders on the Great Lakes, the world's largest contiguous body of fresh water. We have internationally acclaimed fish and wildlife resources including 20 per cent of the world's lake trout lakes. Significant landforms and unique features, species and ecosystems are protected in a system of provincial parks and protected areas which is nearly three quarters the size of England.

Our natural resources continue to be important contributors to province's economic well-being as our resource industries invest in technologies, improve the quality and diversity of their products an and capture new markets. The forest industry's value of production billion, 5.4 per cent of the province's manufacturing gross domestic Recreational fishing and wildlife hunting and viewing account for $ in expenditures annually. Resource-based tourism generates $750 r revenue. The value of hydro-electric production from the province's resources is $2.1 billion.

Outdoor recreation is an important part of the lives of many C it is to the many visitors to our province. More than 7 million peop in fish- and wildlife-related activities each year. Over 8 million vis provincial parks occur annually.

The province's rich natural bounty contributes significantly to identity and the quality of life that we enjoy, and provides an impor competitive advantage. Ontario has been recognized internationally the best places in the world to live, work and play. Natural resource with an abundance of recreational opportunities, jobs, and healthy, st communities.

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THE CHALLENGES WE FACE

As we begin the 21st century there are complex challenges to managing Ontario's natural resources. These include addressing not only traditional, local issues, such as balancing recreational use with commercial resource development, but also addressing long-term and global-scale issues.

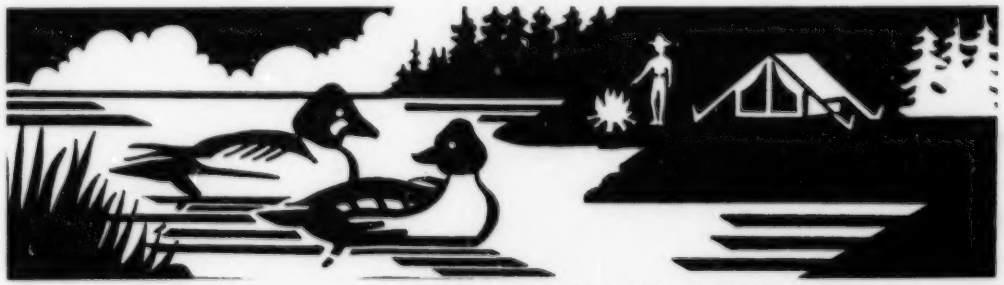
For example, scientific information is showing that a trend of global warming is occurring. All countries are potentially affected by this change, and it will take cooperative actions by all countries to address it. We are also seeing trade actions and consumer boycotts being used on a global scale not only to create economic advantage for individual countries but also to force more environmentally sustainable management practices in other countries.

At home, Canadians are experiencing first-hand, and developing a better understanding of, the challenges of sustainable development. Recent issues in the management of the nation's marine fisheries on both the East and West coasts have provided tangible examples of the interdependencies which exist among local resource management, economic development and the well-being of people and their communities.

Given such examples, Ontarians are increasingly demanding that resource management decisions make a positive contribution to maintaining a healthy environment and their own well-being. They want assurances that decisions are based on the best available knowledge and information, and that they are made in a transparent way so those responsible can be held accountable.

This scrutiny is occurring in an environment where competing resource interests are becoming better organized, have the capability to effectively communicate their views to the public and can legally challenge resource management practices and decisions they do not support.

Government has a major leadership role to play in bringing resource users together to find ways to work within established ecological limits. The Ministry of Natural Resources takes this challenge seriously and is committed to ensuring that natural resources continue to provide people with jobs, recreational opportunities, and a healthy living environment.



THE CHALLENGES WE FACE

MNR'S MANDATE AND BUSINESS

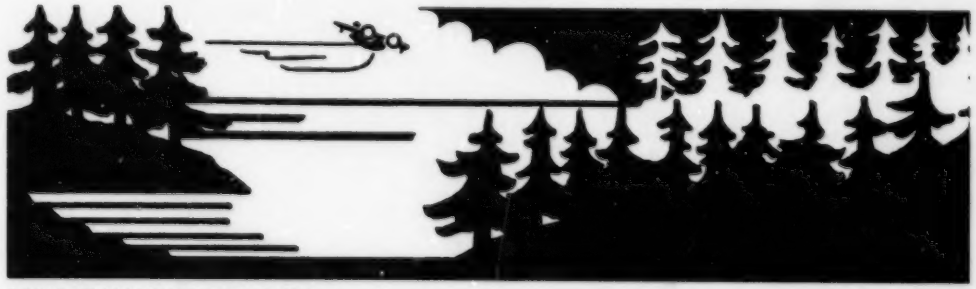
The ministry has a diverse legislative mandate, a wide variety of programs and a broad client base. Responsibilities include:

- Forest Management
- Fish and Wildlife Management
- Land and Water Management
- Parks and Protected Areas
- Aviation, Flood and Fire Management
- Natural Resource Information
- Provincial Land Information

Four common business processes are in place which support the deliver of our mandate:

- Enforcement
- Science
- Information Management
- Natural Resource Planning

As well, financial, administrative, human resource, legal, infrastructure, information technology, and communications functions provide the support necessary to deliver our programs.



MNR'S FRAMEWORK FOR STRATEGIC PLANNING

The ministry's framework for strategic planning consists of a number of interrelated elements. These are shown in the following illustration.

The ministry's vision, sustainable development, sets out the overall goal of the ministry and the desired end state for the use and management of our natural resources, while the ministry's mission, ecological sustainability, describes the role of the ministry in achieving the vision. A set of desired outcomes identifies specific purposes to be achieved in managing our natural resources in a manner consistent with the ministry's vision and mission.

The ministry's operating philosophy of resource stewardship and the stewardship principles set out the system of beliefs, values and principles which guide MNR decision-making and actions.

The strategic planning framework also sets out six supporting strategies: integrated resource management, partnerships in resource management, valuing resources, knowledge and information base, customer service, and organizational excellence, which together describe in broad terms how the ministry proposes to conduct its activities and the methods and approaches the ministry will undertake to achieve the ministry's vision, mission and desired outcomes.

To aid in the implementation and evaluation of the strategy, measures of success identify key result areas which will be the basis of establishing specific performance measures for core businesses and programs.

These strategic directions provide a basis and context for the ministry's business plan which annually sets out a program of activities and initiatives which the ministry proposes to carry out in the conduct of its mandate.

MNR'S FRAMEWORK FOR STRATEGIC PLANNING

BOR'S FRAMEWORK FOR STRATEGIC PLANNING

MNR'S VISION: SUSTAINABLE DEVELOPMENT

The ministry will contribute to the environmental, social and economic well-being of the people of Ontario through the sustainable development of natural resources.

MNR, like many other natural resource agencies, adopted the concept of sustainable development in the early 1990s. According to this concept, development should meet the needs of the present without compromising the ability of future generations to meet their needs.

Sustainable development requires integration of social needs, economic objectives and environmental considerations in the decision-making process regarding resource management. By managing natural resources sustainably, we can support the individuals, communities and economies that depend upon these resources.

Under the concept of sustainable development, our natural resources constitute "natural capital". In a sustainable environment, natural capital is maintained. Resources over and above those essential to long-term sustainability requirements continue to be available over time as "interest" for use, enjoyment, and development. On the other hand, resource development that is not sustainable depletes this natural capital and eliminates the interest.

The ministry is committed to protecting and managing the province's natural capital and making the interest from that capital available for the individuals, communities and economies that depend upon it, now and in the future. A healthy environment is a key requirement to ensuring the economic and social well-being of the people of Ontario.

MNR'S FRAMEWORK FOR STRATEGIC PLANNING

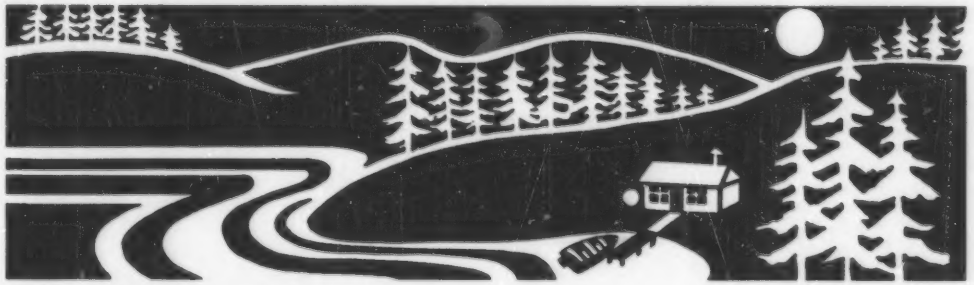
MNR'S MISSION: ECOLOGICAL SUSTAINABILITY

The ministry's mission is to manage our natural resources in an ecologically sustainable way to ensure they are available for the enjoyment and use of future generations.

As the primary focus of MNR's contribution to sustainable development, its mission of ecological sustainability recognizes the importance of maintaining healthy, productive ecosystems across the province. Ecological sustainability focuses on safeguarding the province's natural capital and nature's capacity to renew itself. If natural resources disappear or the productive capacity of natural and biological systems is compromised, they cannot provide the goods, services and other benefits upon which individuals, communities and economies depend. Consequently, the ministry's effort is directed at ensuring the levels and types of resource use and resource management practices that take place protect and maintain nature's capacity to renew itself and generate sufficient "natural interest" to meet present and future needs.

The ministry faces many challenges in pursuing its mission of ecological sustainability. Ontario has many diverse ecosystems ranging from the tundra of the Hudson Bay lowlands to the Carolinian forests of the south. These ecosystems are made up of a multitude of components which interact in complex and subtle ways. All species, including humans, must be considered when addressing the health of these ecosystems.

Ecological sustainability does not imply an attempt to directly manage ecosystems themselves. Rather, it means that we seek to manage the impacts of human activities on ecosystems.

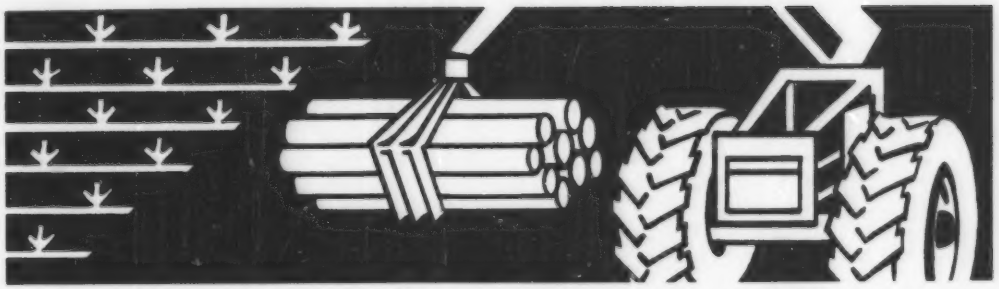


MNR'S FRAMEWORK FOR STRATEGIC PLANNING

DESIRED OUTCOMES

MNR's management efforts are directed at nine desired outcomes.

1. The long-term health of ecosystems is maintained.
2. The continuing availability and sustainability of natural resources is secured.
3. Significant natural heritage features and landscape values are protected.
4. Economic development potential associated with natural resources is maintained.
5. Ontarians receive a fair return for the use of natural resources.
6. A variety of natural resource-based recreation opportunities are provided.
7. Human life, property, and natural resource values are protected from hazards such as forest fires, floods and erosion.
8. Management decisions are based on high quality natural resource science and information.
9. The public interest in Ontario's natural resources and the need to manage them sustainably is appreciated.



MNR'S FRAMEWORK FOR STRATEGIC PLANNING

MNR'S OPERATING PHILOSOPHY:

RESOURCE STEWARDSHIP

Safeguarding the public interest in Ontario's resources and acting as the steward of our natural legacy.

As residents of Ontario, we are beneficiaries of a vast land area and numerous lakes and rivers which offer beautiful and unique landscapes, an abundant wealth of minerals, thriving forests, and fish and wildlife resources. MNR is the trustee of this rich legacy of natural resources on behalf of the people of Ontario. It is MNR's responsibility, often in shared arrangements with others, to ensure that Ontario's rich endowment of natural assets is managed so that it may be passed on for future generations to enjoy.

Resource stewardship includes allocating Crown land and resources fairly to various users, as well as prescribing standards for their management, and ensuring compliance with the laws governing resource use. Resource stewardship, particularly in southern Ontario, also extends to promoting and facilitating the sustainable use and development of land and resources owned by others, be they private landowners or municipalities. Increasingly resource stewardship involves bringing together information and knowledge from multiple sources to determine choices which are ecologically sustainable.

While the ministry protects and conserves resources, it also provides for and promotes sustainable resource development. In doing so, the ministry represents and serves the broader public interest while also sponsoring and advocating a wide variety of specific resource uses. Resource stewardship often requires the ministry to play the role of a broker among competing use and users of Crown resources.

The following figure identifies MNR's stewardship principles. These principles support MNR's vision of sustainable development and mission of ecological sustainability.

MNR'S OPERATING PHILOSOPHY:

STEWARDSHIP PRINCIPLES

- Sustainable development relies on integrated management approaches which consider and systematically assess the full range of environmental, social and economic factors when decisions are made about the use of natural resources.
- The pursuit of sustainable development means that we must manage resources on the basis of continuous improvement. This evolution must occur in a way that attempts to be fair to all those affected. Those affected by change must have access to information and opportunities to provide input to decisions which affect their lives.
- The sustainable development of our natural resources, by definition, has limits. These limits are defined by the finite capacity of our natural systems.
- From both a sound business and environmental perspective, it is less costly and more effective to anticipate and prevent negative environmental impacts before undertaking new activities than it is to correct environmental problems after the fact.
- Rehabilitating degraded environments is an important aspe resource stewardship. Where feasible, work will be undertake improve site conditions, foster ecosystem and natural populati recoveries and bring to a more healthy state, sites, ecosystems populations.
- A sound understanding of natural and ecological systems and actions affect them is key to achieving sustainability.
- Our understanding of the way the natural world works and ho actions affect it is often incomplete. This means that we exerc and special concern for natural values in the face of such unc respect the precautionary principle.
- Applied research, exchanges and transfer of scientific and tec knowledge and innovative, appropriate technologies must be to further the sustainable development of natural resources.
- In order to achieve sustainable development, environmental must be an integral part of the development process and cannc considered in isolation.

SUPPORTING STRATEGIES:

The Ministry has adopted six supporting strategies in order to implement its vision and mission and to achieve the desired outcomes.

INTEGRATED RESOURCE MANAGEMENT (IRM)

Integrated Resource Management means coordinating resource management policies, programs and activities so that long-term benefits are optimized and conflicts among programs, resource uses and users are minimized.

Complex natural resource and biological systems and processes, combined with equally complex social and economic considerations, require integrated management approaches. Integrated resource management (IRM) directs ministry efforts toward achieving the optimum sustainable level of benefits from all of Ontario's natural resources, while, at the same time, minimizing conflicts among resource management activities, users and uses.

IRM strives to ensure that all resource management functions, including policy development, resource planning, field operations, compliance, information management and the science to support them, are coordinated and complementary both within programs and across programs. Continuous assessment of the integration of resource management functions will further the achievement of sustainable development. It will secure maximum, ministry-wide efficiencies in the use of fiscal resources, human resources and infrastructure. It will also ensure that overall ministry performance is greater than the sum of performance of individual programs.

Under IRM, the ministry will have regard for both the individual and combined consequences of its policies, plans and programs. The ministry wil also take into account the social, economic and environmental impacts of all the activities it undertakes, both positive or negative, as well as short- and long-term impacts.

MNR will play a leadership role in the identification and resolution of natural resource issues which cut across ministries, agencies and resource sectors, as well as facilitating resource-based economic development.

To support IRM, the ministry will continually strive to maintain open ar effective communication among programs and organizational units within the ministry, with other ministries and agencies, stakeholders and the general public.

The IRM approach puts the onus on individual staff to contribute active to the achievement of all ministry programs, whenever this is possible. Use c interdisciplinary teams, job crossovers, and diversified training will enable staff to better understand and identify such opportunities.

PARTNERSHIPS IN RESOURCE MANAGEMENT

Sharing risks and rewards with others in the pursuit of sustainable development.

Partnerships in natural resource management involve parties sharing financial, human and information resources, and working together to achieve sustainable development. Such partnerships provide the potential for achieving far more benefits than individual parties working alone. They also provide the opportunities for others to share more fully in the benefits and responsibilities of resource stewardship.

As MNR continues to reduce its direct operational roles in key functions, the ministry will seek to evolve and expand its working relationship with those whose interests and livelihood lie in our natural resources. This will require identifying appropriate roles and responsibilities for the ministry, its clients and partners and setting out overall standards and performance expectations for each.

Partnerships can take many different forms, including volunteer activities, joint ventures, and the sharing of resources expertise and information. Partnerships can be used in a variety of ways, including education and research, policy formulation, technology development, information management, operational activities, monitoring, compliance and conservation projects and activities.

SUPPORTING STRATEGIES:

PARTNERSHIPS IN RESOURCE MANAGEMENT

MNR will continue to support, facilitate and improve existing partnerships, and actively seek out effective, new ones. The ministry will look for greater involvement with volunteer organizations, businesses and industry associations, academic institutions, other public agencies, aboriginal peoples, labour unions, private landowners and individuals who are, or may wish to become, directly involved in resource management.

MNR will be creative and innovative in identifying and developing additional partnership opportunities. This includes promoting the social and economic importance of partnerships and fostering the civic values and spirit of voluntary actions. MNR will also assist, support and invest in its partners by providing information, training and infrastructure to improve their capacity to participate. Commercial partnership arrangements will be more businesslike and include benefit- and risk-sharing, clear accountability, and performance assessment.

Policies and programs that encourage and facilitate partnerships will be promoted. Barriers and disincentives will be removed. Partnerships, not only with MNR, but among different clients and user groups themselves will be encouraged. The roles partnerships play and the contribution of partnerships sustainable development will be publicly recognized.

VALUING RESOURCES

Ensuring natural resources are properly valued.

Ontario's natural resources provide a wide variety of benefits to individuals and communities. Increasingly, people are becoming aware, not of only the direct economic benefits of natural resources, but also their indirect social and environmental benefits. Resource management decisions which support achievement of sustainable development require better estimates and assessments of the full range of benefits, as well as the various costs, associated with different resource uses.

Determining a natural resource value involves identifying all of these benefits and costs – environmental, social and economic. Resource values should reflect the full range of benefits received as well as the potential costs of lost opportunities and external costs to society at large.

Prices charged for resource use need to reflect the full range of resource management costs, including the cost of resource renewal. Direct beneficiaries should pay most of these management costs. As well, the public should receive a fair return for the use of public resources. Properly valued resources are essential for establishing priorities and objectives for land uses, allocating resources and setting prices for resource use and development. Placing an appropriate value on resources also encourages efficient resource use, supports efforts to protect limited resources and promotes conservation.

SUPPORTING STRATEGIES:
VALUING RESOURCES

The commercial value of natural resources can be based on market value and is relatively easy to determine. On the other hand, non-commercial values, intrinsic environmental values and vicarious values are far more difficult to estimate.

Many natural features, including unique or unusual landforms and rare or endangered species, have a value that cannot be measured in terms of material usefulness or dollars. Often, the value of natural areas or special features lies in the knowledge of their existence and the satisfaction that they are securely protected. The social and environmental value that society places on protecting these resources must be fully recognized and fairly considered in all resource management decisions.

Determining the value of our resources is an ongoing and challenging task. MNR is committed to improving its resource-valuing competencies, particularly in the analysis and interpretation of economic and social knowledge and information. Public involvement is necessary to assist in determining the value that society places on our natural resources and their uses; including who benefits from those resources, when the benefits occur, who should pay for resource use, and what is a fair price.

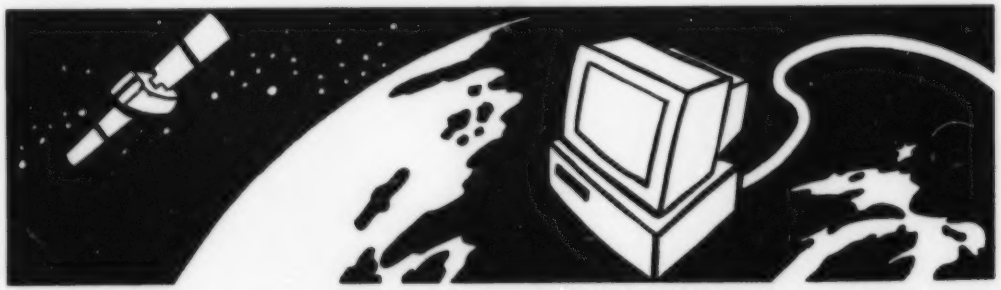
KNOWLEDGE AND INFORMATION BASE

Keeping ecosystems healthy depends on our knowledge and understanding of how they function, the biological processes involved, and the effects of human interaction.

Accurate, timely and relevant information and knowledge are essential to achieving sustainable development and managing resources on the basis of ecological sustainability. Such information and knowledge provides the basis for determining acceptable types and levels of resources use, prescribing the appropriate management practices, monitoring and evaluating the results of past decisions and making any required adjustments for the future. Sources of information and knowledge include resource inventories and surveys, scientific research and analysis, results of on-going monitoring activities and the experience of those who undertake and are affected by resource management activities.

To be useful in decision-making, information must be relevant, accessible and available when needed.

Accordingly, priorities for the collection of inventory, research and monitoring data must be set and work undertaken that meets the needs of the ministry, clients and partners. MNR will develop and implement an information management framework that provides consistent information based on data standards, as well as common access methods and decision support tools. Information technology and systems will be designed so that information is geographically referenced, integrated and transferable. This will allow better assembly, analysis and interpretation of natural resource information. It will also reduce the time from when the data is collected to when it can be used to make decisions.



SUPPORTING STRATEGIES

KNOWLEDGE AND INFORMATION BASE

Scientific research and analysis provides a key contribution to understanding how biological functions and processes work and how they are likely to respond to alternative management activities. Future knowledge requirements include such items as resource base status, interactions among various ecosystem components, measures of sustainability, supply and demand trends, economic performance and changing social values. MNR will work with its partners and clients to identify science priorities, and to develop effective partnerships to fund and carry out scientific research. As well, the ministry will ensure that new scientific knowledge and information is synthesized and effectively transferred to those making various types of resources management decisions.

This century will see increased concern about the health of our natural environment and ecosystems. In this environment, the public will expect and demand that resource information and status reports on the state of natural resources and the environment are readily available. The ministry will create an effective framework for the sharing of this information.

Information and information technology will be an important contributc to Ontario's increased productivity and competitive advantage in the future. MNR will contribute to the province's information infrastructure through leadership in the development of a provincial land and resource information system, the development and maintenance of the provincial georeferencing system and new software applications which will allow the provincial government, municipalities and the private sector to capture the full benefits c these systems.

Through the newly formed Land and Resources I&IT Cluster, a commo approach and integrated actions with our fellow cluster ministries will lead tc more effective and efficient delivery of information technology solutions, improved methods of managing the cluster ministries' information resources and integrated information holdings that represent agricultural, atmospheric, mineral and natural resources information.

CUSTOMER SERVICE

Quality service is a fundamental commitment of the ministry to its clients and the public.

MNR's customer service value is in the wide range and unique nature of the services and products it provides. These include resource conservation, forest fire protection, providing for resource-based recreation and commercial development opportunities, and geographic information. The ministry operates across the entire province and serves a varied customer base, which includes the public, diverse business sector clients, and partners.

MNR has a strong tradition of quality customer service and is committed to increasing the satisfaction rating it receives for its product and services. Increasing customer satisfaction will require that we continuously assess the goods and services being provided and the delivery channels used.

The way MNR delivers its services will continue to evolve as part of MNR's involvement with government structuring and with the improved use of technology. However, MNR remains committed to strengthening its links to traditional clients, and it will also seek to initiate new strategic relationships. Our challenge is to understand and focus on meeting our clients' changing needs, establishing clear expectations about the products and services we will provide and making sure the public has easy access to them.

To meet these challenges, ministry staff and service agents will be provided with clear standards and expectations for service delivery. We will also focus our activities and align our capacity to provide high value-added service and equip delivery staff with the skills, knowledge and abilities needed to serve the public in the best possible way.

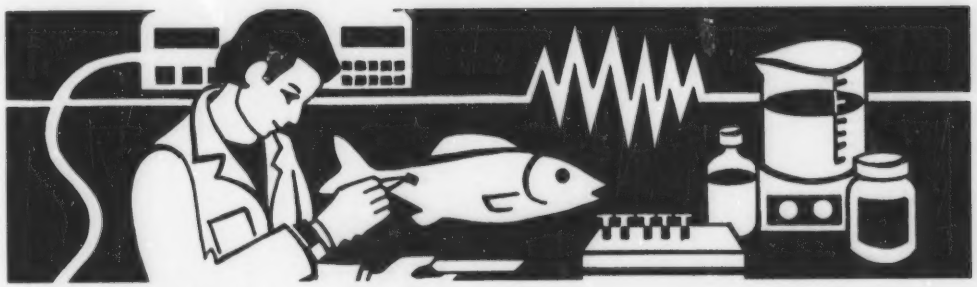
ORGANIZATIONAL EXCELLENCE

MNR's excellence in resource management is rooted in the pride staff take in their work and their commitment to ensuring that resources are developed in an ecologically sustainable way.

The ministry has a long history and proud tradition in the public administration and management of our natural resources. MNR is proud of the skills of its staff and the innovations they have pioneered. The ministry will continue to value and recognize the people who make up its workforce.

Managing natural resources is a complex business. Technology is rapidly evolving. Knowledge is increasing and never complete. MNR is committed to training and development so that its staff will have the leading edge resource management skills and knowledge necessary to set the benchmark in resource management practices.

The ministry is also committed to excellence and continuous improvement in its management systems, and support services. The alignmer of human and financial resources with business objectives and priorities, and the design of business processes will continue to be assessed. The intent will be to achieve greater efficiencies and to improve effectiveness. Efforts will also be directed towards the continuous improvement of performance measur and performance management.

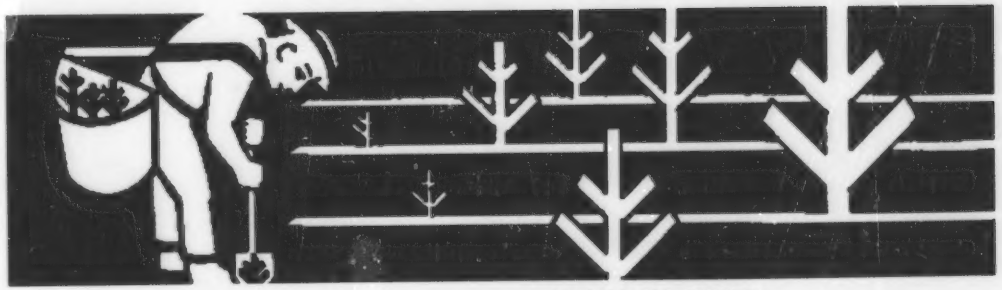


MEASURING OUR SUCCESS

MNR's contribution to the quality of life in Ontario can be measured by our ability to ensure that the benefits we derive from our natural resources are available for present and future generations. It is important to know how well we are performing in achieving our desired outcomes and the effectiveness of our supporting strategies. The ministry has identified the following six key result areas which will form a basis for this evaluation.

- Ecosystem health and natural resource sustainability
- Social and economic benefits
- Customer service
- Fiscal effectiveness
- Partnership effectiveness
- Organizational excellence

MNR will use these key result areas to establish performance measures and standards for ministry core businesses. Specific measures and standards will be set out and reported upon annually as part of the ministry's business planning process. This approach to measuring performance will provide us with a better sense of direction and progress on the path to sustainable development.



MEASURING OUR SUCCESS

CONCLUSION

Our commitment to sustainable development and to the basic desired outcomes of the ministry have been reconfirmed. Since adopting the vision of sustainable development, the ministry has learned a great deal about what is needed to ensure the sustainability of our resource base. During that time MNR, as an organization, has undergone major transformations and has had to adapt.

Experience and changing circumstances have directed the ministry to more clearly define our mission of ecological sustainability, to focus on the need to maintain healthy ecosystems, and to manage resources within ecological limits. Our strategies have also been modified to reflect today's realities and we have identified key result areas.

MNR's role in contributing to sustainable development is evolving from that of hands-on resource managers to taking a broader perspective as nature's stewards. As custodians of our natural legacy, the ministry is committed to protecting the province's natural capital and to managing resources sustainably. It is with the confidence that stems from a strong history of resource management and clear sense of direction that MNR is poised to meet the challenges of the 21st century.